Attitudinal Development
Module 1: Time Management
Unit 2: Saying "No"

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Training Program (5-day) on Attitudinal Development

- Comprises 5 Modules (1 day each)

(a) Time (b) Work (c) Team (d) Family and (e) Self

- Each module comprises 4 Units (@ 1 session)
- Each Unit has 2 Tests, namely –
  - 1. Objective Questions
  - 2. Self-written Essay by choosing options
- Each Unit, once successfully attempted, helps one obtain 1 Certification Point.
- The Training Program comprises 20 Points.

Course Schedule
Training Program (5-day) on Attitudinal Development

Days/ Sessions	Day 1 TIME	Day 2 WORK	Day 3 TEAM	Day 4 FAMILY	Day 5 SELF
Session 1 0945-1115	Introduction to Course & Objectives	Module 2 Unit 1	Module 3 Unit 1	**Self-Learning Exercise**	Module 5 Unit 1
Session 2 1130-1300	**Module 1 Unit 1**	Module 2 Unit 2	**Time Budget Study**	Module 4 Unit 1	Module 5 Unit 2
Session 3 1400-1500	**Module 1 Unit 2**	**Movie Session**	Module 3 Unit 2	Module 4 Unit 2	Module 5 Unit 3
Session 4 1515-1615	Module 1 Unit 3	Module 2 Unit 3	Module 3 Unit 3	Module 4 Unit 3	Module 5 Unit 4
Session 5 1630-1730	Module 1 Unit 4	Module 2 Unit 4	Module 3 Unit 4	Module 4 Unit 4	Course Valediction & Evaluation

Does saying "No" save time?

1. I simply can't say "No".
2. My boss does not allow me to say "No".
3. I have to complete my team's work.
4. People, contacts, clients and the team gets upset if I refuse to do their work.
5. I usually get 4-5 new tasks each time I say "YES" to a new request.

How do you need to say "NO" to manage time at work?

- Explain to others that you have started some work, and you would like to finish it without interruptions.
- Assure your team or your boss that you will similarly give uninterrupted attention to the new task being provided, if you can finish the previous one.
- Ensure that you take a break between tasks, and provide talking-thinking-planning time to new requests. This will help you list out the activities to be sequenced.
- Develop a common "Tea /Coffee Break" and /or "Snack Break" with your team and colleagues to be "visible" to everybody.
- Say 'No' directly, abruptly, rudely sometimes, to help others get used to your saying so, by conveying that 'you may not be the right person for a particular job?'

Do you usually say "NO" at work?

- I usually am cautious and never say "NO".
- I can never say "NO" to my Boss.
- I am a good Team Leader. I work with my team and help them with their work.
- When I need to say "NO", I blame it on stress and fatigue.
- I am not stressed out by the things I have done, but by the thought of what I have not done!
- I make a habit of finishing the main job of the day before I go home and end up sitting late.

How do I deal with visitors?

- I keep them waiting
- Avoid meeting them
- Never refuse to meet
- Welcome them to sit
- Send them elsewhere
- Meet 2 or more visitors together
- Sit near the telephone and computer to work

How to meet sudden visitors?

- Establish the reason for the sudden visit.
- Allow visitors to sit inside your office to let them see that you are actually working.
- Always complete the unplanned meeting and write up notes.
- Set time limits to the discussion diplomatically by taking a tea /coffee break outside the office chambers.

"YES" or "NO" to Visitors…

What's Wrong?

- Visitors take up time
- The discussion goes nowhere and ends up in small talk.
- Its better to restrict visitors and indicate a specific time for meeting sudden visitors.
- Let the PA meet them first and filter them.
- Visitors can't meet me if I am not in the office.

What should be done?

- Welcome the visitors and take notes of the meeting
- Ask for an email id and send them an email in front of them
- Request them to respond to the email if they wish further coordination
- Always ensure the discussion is completed.
- Help them leave with a smile and gladness.

Establishing direct negotiation

- Let colleagues know that files will be seen, remarked upon and returned immediately.

- Establish a Master File Method – Colour code your files to help colleagues know your papers from others.

- Seek out files and close them frequently and move to a files library. One-year old files should be kept aside in sealed file boxes. Always send "Lean" dockets.

- Ensure that all colleagues, visitors and seniors know that your desk will always be clear of pendancy. This helps them know that you are confident of your "NO" to their requests.

Identifying "NO"-points: Should it be "YES" or "NO"?

- Telephone Calls
- Sudden visitors
- Frequent Meetings
- Tasks that others could have done
- Delay in doing stuff and lack of decisions
- Lack of information to help complete a task
- Unequal capacity of team members
- All tasks are "Crises"

- Lack of clarity in communication
- Task requires technical knowledge & experts
- Objectives and goals of the task are absent
- Time for planning would be required
- Task will lead to stress and fatigue
- Will add to clutter in office and on office-desk

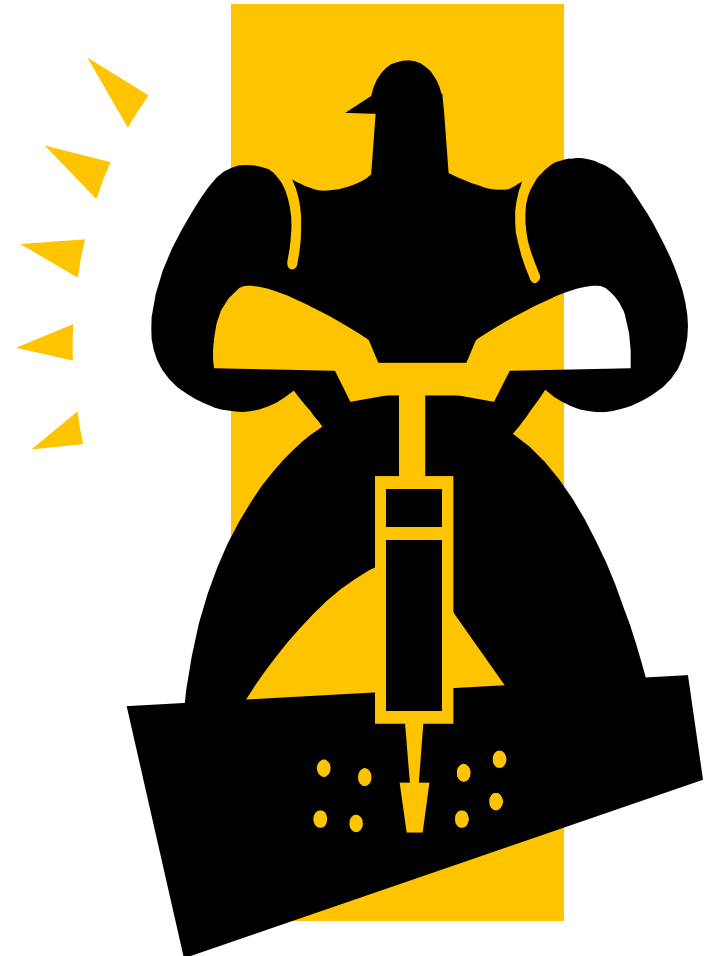# Avoiding crisis management helps you avoid saying "NO"…

Crisis management is usually preferred as a solution.

It would be better to know the actions required prior to the crisis to prevent the fire.

Repeat drills, ready available equipment, equal knowledge about methods and processes within the team is required.

A standard manual avoids crisis.

Say "NO" to ineffective meetings

- Meetings take up time. Good meetings take up less time.

- Say "NO" to meetings that are not scheduled at a 'neutral' venue, unless you are meeting your boss.

- Ask for "Discussion Notes" or the "Minutes" of an earlier and similarly held meeting.

To say "YES" or to say "NO"

- Identify usually recurring time wasters. Say "NO" to these issues directly. Be rude, if required.

- Avoid going to meetings convened at colleagues' cabins /rooms, if incoming telephone calls disturb the meeting consistently.

- Ensure that personal relationships are not destroyed. Always invite the recepient of your "NO" to a common Tea /Coffee break and explain the issue directly.

- Provide an alternative or a basket of options to the person requesting your involvement. Saying "NO" without providing alternatives, indicates selfishness and inefficiency.

What did we learn?
Were there any learning points?

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Learning Points

- How do you need to say "NO" to manage time at work?
- Do you usually say "NO" at work?
- How do I deal with visitors?
- How to meet sudden visitors?
- "YES" or "NO" to Visitors…

- Establishing direct negotiation
- Identifying "NO"- points: Should it be "YES" or "NO"?
- Avoiding crisis management helps you avoid saying "NO"…
- Say "NO" to ineffective meetings
- To say "YES" or "NO"

Just one point...
What did I learn about saying "NO"?

1. How to say "NO"?

2. Meeting Visitors

3. Direct negotiation with regular tasks

4. Identifying "NO" points at work

5. Saying "NO" to ineffective meetings

1. _____
   _____
2. _____
   _____
3. _____
   _____
4. _____
   _____
5. _____
   _____

Module 1: Unit 2
Test 1 – Objective Questions – True /False

1. I explain to others that I am busy with a previous task and thereby say "NO" to new unplanned activities.
2. I do not usually know if I can complete new tasks given by my boss, but am afraid of saying "NO".
3. Planning-thinking-developing unplanned and new tasks can be done when the tasks needs to be done.
4. Plan a common "Tea /Coffee Break" with the team
5. Be visible to the Team and Colleagues during breaks
6. Teams /Seniors /Colleagues may presume you do not know how to do the job and that's why you said "NO".
7. Helping my team with their work is better than working it out by myself.
8. Saying "YES" to all tasks leads to stress and fatigue.
9. Its better to finish the tasks for the day and stay late.
10. A standard manual with clear methods avoids crises.

Module 1: Unit 2
Test 2 – Options based Essay – 1

I <u>explain</u> /<u>do not explain</u> to others that I am busy with a previous task and thereby <u>say "NO"</u> /<u>say "YES"</u> to <u>all</u> /<u>new</u> <u>planned</u> /<u>unplanned</u> activities.

I <u>know</u> /<u>do not usually know</u> if I can <u>complete</u> /<u>not complete</u> <u>new</u> /<u>old tasks</u> given by my boss, but am <u>confident</u> /<u>afraid</u> of saying <u>"NO"</u> /<u>"YES"</u>.

I usually <u>plan</u> /<u>do not plan</u> in advance the action points required for <u>new</u> /<u>old</u> tasks <u>before</u> /<u>after</u> the tasks that need to be <u>started</u> /<u>completed</u>.

It is <u>necessary</u> /<u>not necessary</u> to plan a <u>common</u> /<u>group-wise</u> <u>"Tea</u> /<u>Coffee Break"</u> /<u>out-of-office retreat</u> with the <u>team</u> /<u>and other colleagues</u>.

Module 1: Unit 2
Test 2 – Options based Essay – 2

I <u>should be</u> /<u>should not be</u> visible to the Team and Colleagues during tea /coffee breaks. This <u>helps me</u> /<u>does not help me</u> to <u>explain</u> /<u>make them understand</u> the reason for saying "NO".

My <u>teams</u> /<u>seniors</u> /<u>colleagues</u> usually <u>know</u> /<u>do not know</u> that I have <u>good</u> /<u>not so good</u> reasons for saying "NO" and they get <u>upset</u> /<u>do not get upset</u> with me.

I <u>find that</u> /<u>do not know</u> that working by <u>myself</u> /<u>working with my team</u> is better than working with <u>my team</u> /<u>by myself</u>.

Saying "YES" /"NO" to all tasks <u>leads to</u> /<u>does not lead to</u> stress and fatigue.

Its <u>better</u> /<u>not required</u> to finish /keep pending the tasks for the day and <u>stay late</u> /<u>do it the next day</u>.

Concluded

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